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Part two: biennial programme plan

Programme 12
Human settlements

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Overall orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) is the specialized programme for sustainable urbanization and human settlements in the United Nations system. Goal 11 of the Sustainable Development Goals, contained in the recently adopted 2030 Agenda for Sustainable Development, calls upon the global community to make cities and human settlements inclusive, safe, resilient and sustainable. This stand-alone Goal, in addition to other specific targets under other Goals, promotes an integrated, holistic and universal approach to urbanization. The focus of UN-Habitat and the strategic plan for 2014-2019 is fully aligned with Goal 11 and related goals. UN-Habitat is uniquely placed to support countries towards the achievement of Goal 11, its targets and related goals.

12.2 The six-year strategic plan for the period 2014-2019 is being implemented through three successive biennial strategic frameworks, for 2014-2015, 2016-2017 and 2018-2019. The direction of the present strategic framework is likely to be further guided and strengthened by the outcome document of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be entitled "The New Urban Agenda".

12.3 The rapidly increasing dominance of cities as the habitat of humankind places the process of urbanization among the most significant global trends of the twenty-first century. Urbanization is now accepted as a broader force that can help the world overcome some of its major global challenges, such as climate change, poverty and inequality. The strategic plan for 2014-2019 identifies key challenges on urbanization and human settlements and sets out a vision and strategic direction for addressing them. In the strategic plan, Member States set out a new vision of the role of urbanization in sustainable development and placed a strong focus on UN-Habitat as the leading global programme focusing on sustainable urbanization.

12.4 Responding to the assertion by Governments and partners of the importance of sustainable urbanization, UN-Habitat promotes a new approach to urban development that is able to integrate all facets of sustainable development to promote equity, welfare and shared prosperity. The Programme is focused on all levels of human settlements, from small rural communities, villages and market towns to intermediate cities and metropolises. The upcoming Habitat III conference will consider how to systematize the alignment between cities and towns and national planning objectives in their role as drivers of national economic, social and environmental development.

12.5 Considering the close linkages between urbanization and climate change and aware of the importance of urban planning, transport and buildings to climate action, the strategic framework will build on multi-stakeholder initiatives supporting cities and subnational authorities in the implementation of the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. It will support cities and human settlements to reduce their environmental impact and emissions and address their impact on human and public health and climate change, enhance urban resilience, help cities to access climate finance and support vertical integration schemes that empower cities to take climate action and implement global targets at the local level.

12.6 Within the framework of the strategic plan for 2014-2019, UN-Habitat has addressed the challenges and opportunities of the twenty-first century through a three-pronged approach that emphasizes urban legislation, urban planning and design, and urban economy and municipal finance. Those are the first three areas of focus of the strategic plan for 2014-2019 and the basic tools for achieving sustainable urban development. Housing, urban basic services and urban risk reduction build on the foundation provided by the three-pronged approach to fully address the basic needs of the people living in cities, including vulnerable people such as the poor, people living with disabilities, older persons, young people and women.

12.7 The UN-Habitat programme of work will be jointly implemented by branches and regional offices under a matrix structure. In coordinating the response to the global strategic processes, including the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the 2030 Agenda, as well as the anticipated outcomes of the World Humanitarian Summit and Habitat III, the following seven subprogammes continue to be highly relevant:

Subprogramme 1: Urban legislation, land and governance;

Subprogramme 2: Urban planning and design;

Subprogramme 3: Urban economy and municipal finance;

Subprogramme 4: Urban basic services;

Subprogramme 5: Housing and slum upgrading;

Subprogramme 6: Risk reduction and rehabilitation;

Subprogramme 7: Urban research and capacity development.

12.8 During the biennium, UN-Habitat will promote and support the development of national urban policy frameworks regarding sustainable urbanization and human settlements, in line with resolution 25/4 of 23 April 2015 of the Governing Council of UN-Habitat. By implementing the subprogrammes, the main strategies that UN-Habitat and partners will employ include undertaking advocacy efforts to raise awareness of sustainable urbanization issues, providing evidence-based policy advice, building capacities, developing tools, norms and standards based on best practices, implementing demonstration projects that can evolve to scale on the basis of approaches demonstrated to be successful, and providing assistance to Governments, local authorities and other stakeholders responsible for urban issues.

12.9 Through its advocacy, UN-Habitat will strengthen the corporate image and positioning of the programme, increase outreach efforts and disseminate key messages to enhance global awareness and sensitization of sustainable urbanization issues.

12.10 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to legislation, land and governance. UN-Habitat will support the development of effective legislation for urban development and governance models for inter-municipal cooperation and, building on the experience of the Global Land Tool Network and in partnership with local government organizations, address existing urban land problems and opportunities, as requested by Member States.

12.11 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at all levels. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting the principle of optimization of the population density and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity, in order to increase urban value and productivity.

12.12 Subprogramme 3, Urban economy and municipal finance, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and enhance their contribution to employment and wealth creation. The subprogramme will contribute to the formulation and implementation of effective urban strategies, municipal finance and policies supportive of local economic development and the creation of decent urban jobs and livelihoods, especially for young people.

12.13 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy. It will link the provision of basic services to the city's increase in productivity and its capacity to generate employment.

12.14 Subprogramme 5, Housing and slum upgrading, will pursue the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living for all, through policies that increase the supply of affordable houses, upgrade existing slums and prevent the development of new slums. This prevention effort will be made on the basis of a strategic approach to housing that places housing at the centre of the city and of urban policies.

12.15 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and disasters, responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response, especially promoting "rebuilding by design".

12.16 Subprogramme 7, Urban research and capacity development, will report the results of local and global monitoring and assessment to Governments and Habitat Agenda partners by conducting research on key topics and producing the World Cities Report and other knowledge products associated with the implementation of the knowledge management strategy. As part of the data revolution, the subprogramme will further develop the City Prosperity Initiative to support data collection, analysis and reporting at the national and city levels, including support to local urban observatories. The subprogramme will provide expertise in developing institutional and individual capacities.

12.17 UN-Habitat will strengthen mainstreaming of the cross-cutting issues of gender, youth, climate change and human rights. In line with the Sustainable Development Goals, the Programme will promote full and effective participation and equal opportunities for women and men in all its normative and operational

activities, including those relating to land, housing, urban basic services and employment, to address the continuing disparities. In the past few decades, youth unemployment has emerged as a serious urban challenge in both developing and developed countries, often contributing to political unrest. UN-Habitat will ensure that youth issues are mainstreamed in its normative and operational work through appropriate programming, as well as through a monitoring system that uses data disaggregated by gender and age. In mainstreaming human rights in human settlements and sustainable urbanization initiatives, in all its programmes and projects, the Programme will follow the principles of equality, non-discrimination, inclusion, participation and accountability that leave no one behind. Given the significant impact that cities have on climate change, UN-Habitat will continue to work to combat climate change and its effects. The Programme Division will oversee the effective mainstreaming of cross-cutting issues.

12.18 The UN-Habitat programme of work is implemented, under the Programme Division, by strongly integrating the normative and operational aspects of its work. This hybrid approach is the comparative advantage of UN-Habitat. Its normative work will drive the development of its programme. The results of the operational work of the programme will be captured, and the knowledge gained will inform the normative work of the Programme. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. In this regard, the Programme will move to further strengthen national ownership of programmes at the country level.

12.19 The effective and efficient delivery of services is essential for the future of the Programme, with regard to being viewed as fit for purpose and providing value for money. UN-Habitat will continue to reform and develop its business model in close consultations with Member States.

12.20 During the 2018-2019 biennium, UN-Habitat will further strengthen results-based management in programmes, projects, policies and activities, in line with Governing Council resolution 25/3 of 23 April 2015. To strengthen coherence and alignment in programme implementation and to ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold regular senior management retreats. The Programme will continue to monitor and report on progress made in implementing the strategic plan and the work programme and budget. It will explore the implementation of more strategic approaches with regard to results and evidence, including through the strengthening of results-based management to fit the needs of the Programme. In line with its evaluation policy, the Programme will undertake corporate, programme and project evaluations, as well as self-evaluations, of all projects that will have closed during the biennium.

12.21 The work of UN-Habitat contributes to the three pillars of the United Nations of peace and security, human rights and the rule of law, and development as follows: development, by promoting sustainable urban development, integrated planning and investment; peace and security, through its work on strengthening the resilience of cities and human settlements and on post-disaster and post-conflict reconstruction and rehabilitation; and human rights and the rule of law, by promoting the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living and other recognized human rights and by ensuring that the Programme's work is built on a framework that promotes, protects and

respects human rights and promotes systemic change through transparent and accountable rules and institutions.

12.22 At the global, regional and national levels, UN-Habitat will cooperate and collaborate with United Nations funds, agencies and programmes and work closely with Governments, local authorities, international financial institutions, regional development banks, foundations, the private sector, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

Subprogramme 1
Urban legislation, land and governance

Objective of the Organization: To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people	Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, young people and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed initiatives that take into account the guidelines on decentralization and access to basic service for all (ii) Increased number of partner local and national governments that have adopted local crime prevention strategies

Strategy

12.23 Subprogramme 1 provides the foundation for sustainable urban development. These foundational elements are the structures that other subprogrammes require to provide effective solutions to the challenges that they address, ensuring equal opportunity and reducing inequalities of outcome. They include the legal framework that establishes the basic shape and structure of urban areas and determines the rights, roles and responsibilities of all actors involved in decision-making in urban areas, including all those affected; promoting the supply of adequate serviced land

for sustainable urbanization, through land management systems and tools, built on the principle of security of tenure for all, that provide the basis for responsive, inclusive and effective land management that ensures equal opportunity and reduces inequalities of outcome; and local governments as the principal municipal decision-makers and service providers through efficient and open governance.

12.24 Subprogramme 1 will work in close cooperation with subprogrammes 2 and 3, under the three-pronged approach, to deliver long-term solutions that support predictable urban investment and the stability required to protect the interests of groups in vulnerable situations. This integrated approach provides the core of the New Urban Agenda and is also central to the effective delivery of the 2030 Agenda.

12.25 The objectives of the subprogramme will be achieved primarily through the development and implementation of practical tools and approaches to legislation and regulation, security of tenure and land management and efficient and open governance for inclusive and sustainable urban development. The strategies for achieving the expected accomplishments are to increase the capacity of local and national governments and other Habitat Agenda partners as follows:

(a) To implement effective urban legislation, with priority given to the areas of urban extension, densification, urban planning and finance. UN-Habitat will support improvements in regulatory instruments for the principal elements of urbanization, including land management and the maintenance of public space, the supply of serviced land, issues around development control, value sharing and public and private investment. Support to governments at all levels in these areas will be built upon partnerships and the information developed through the UrbanLex database and delivered through the essential law concept, which prioritizes effectiveness and impact pathways, particularly in resource-poor contexts. The subprogramme's work will also emphasize the function of the rule of law in supporting transitions from humanitarian to development assistance;

(b) To implement programmes that improve land management and promote security of tenure for all. UN-Habitat will continue to support governments at all levels to provide land tenure security for the urban and rural poor through the adoption and implementation of land policies, tools and approaches that are pro-poor, gender appropriate, effective and sustainable. Through the Global Land Tool Network, the subprogramme will support the adoption of policies and tools in priority areas, including the administration and regulation of land markets, fit for purpose and inclusive land records and land management systems, including local, regional and national capacity to manage land issues, improved land-based financing systems, inclusive land allocation and distribution strategies, the use of land readjustment as a means to acquire public space, develop housing space and improve urban layout, and the adoption of tools for land tenure security for vulnerable groups;

(c) To develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and global, national and local advocacy. UN-Habitat will continue to focus on enabling effective and collaborative forms of multilevel governance, including e-governance and the simplification of procedures that empower cities and human settlements and build dialogue between all spheres of government. UN-Habitat will support effective decision-making at the local level and strengthened local institutional structures by providing advisory services aimed at increasing authority and resources for local institutions in planning for urban

growth. UN-Habitat will support Member States in promoting innovation in municipal management for more efficient and accountable local governments able to achieve inclusive, safe, resilient and sustainable cities for all. UN-Habitat will increase its efforts to support the voice and perspectives of local governments in the implementation of the 2030 Agenda. This will be achieved through the forum of the United Nations Advisory Committee on Local Authorities as the voice of local government in the United Nations system. The safety of women and girls will continue to be a prominent theme, addressed primarily through the Global Network on Safer Cities and operational joint programmes to strengthen urban safety through a city-led, multisectoral and multi-stakeholder approach.

Subprogramme 2
Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities adopted by partner metropolitan, regional and national authorities	Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted and implemented by partner cities	Increased number of partner cities, that have adopted policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation

Strategy

12.26 National urban policies, planned city extensions, public space, urban design, compactness and climate-friendly planning and design are expected to underpin the New Urban Agenda. In 2015, the Governing Council approved the International Guidelines on Urban and Territorial Planning and the General Assembly adopted the 2030 Agenda, containing the Sustainable Development Goals. Also in 2015, 195 countries under the United Nations Framework Convention on Climate Change adopted the Paris Agreement. The strategy of subprogramme 2 will be informed by the above-mentioned global frameworks and focus on their implementation, as well as build on multi-stakeholder initiatives supporting national, city and subnational authorities in the implementation of the outcome of the twenty-first session of the

Conference of the Parties to the Convention. It will also build on previous achievements and lessons learned.

12.27 Given that urban planning and design is one key component of the three-pronged approach to urbanization, the subprogramme will work in synergy with the subprogrammes on urban legislation and urban economy and municipal finance to deliver a more effective management of the relationship between public and private space and to realize improved and implementable urban plans and polices, which in turn will support the transformation towards a new urban model, capable of leveraging the urban advantage for enhancing the common good and the long-term sustainability of cities and national systems. Specific strategies for achieving the expected accomplishments are as follows:

(a) To improve national urban policies or spatial frameworks at the metropolitan, regional and national levels, UN-Habitat will strengthen technical capacity to improve urban planning and policy design and strategy development, reinforce and build partnerships, foster knowledge management and encourage peer learning and a community of practice approach to national urban policies. This will be supported by developing targeted programmes and projects that take an integrated approach to enhancing well-established urban-rural linkages that contribute to achieving sustainable development and poverty eradication, with a focus on strengthening the planning and policy capacity of small and intermediate cities, facilitating an integrated approach to metropolitan development and establishing clear linkages with the three-pronged approach. UN-Habitat will also promote a number of guiding principles, such as optimizing the population density and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity to take advantage of economies of agglomeration and minimize mobility demand;

(b) To improve urban policies or spatial frameworks at the city and neighbourhood levels, UN-Habitat will focus on expanding its work on public space, planned city extension and infill and on supporting the capacity of cities to formulate and implement urban planning activities and instruments. UN-Habitat will promote international cooperation to share technical expertise, build technical and policymaking capacity and document and share successful experiences of sustainable and integrated spatial planning. This strategy will use peer-to-peer capacity-building, the further development of a global network of planning and design labs and the establishment of hubs of knowledge relating to public space to share good practices among cities and advocate for improved planning systems;

(c) To improve policies, plans and strategies that contribute to the mitigation of and adaptation to climate change, UN-Habitat will work to implement the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change by: building the capacity of national and local governments to mitigate and adapt to climate change and reduce the vulnerability of urban populations; helping cities to reduce their environmental impact and emissions, including through improved urban design; addressing the impact of emissions on human health and climate change, in part by sharing international best practices and facilitating the introduction of technology and tools that cities will use to assess their risks and vulnerabilities and plan for resilience; developing normative capacity-building and decision-making tools in collaboration with partners and as part of an emerging global community of

practice; helping cities to access climate finance; supporting vertical integration schemes that empower cities to take climate action; supporting multi-stakeholder initiatives, such as the Compact of Mayors, the Cities Climate Finance Leadership Alliance and the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants; using urban planning and design as a strategy to address disaster risk reduction; and developing pilot initiatives and operational projects at the local level to demonstrate new urban and regional planning approaches, climate resilience and climate change mitigation strategies that mobilize local and international knowledge and support "learning by doing".

Subprogramme 3
Urban economy and municipal finance

Objective of the Organization: To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(i) Increased number of partner cities that prepared local economic development plans (ii) Increased number of partner cities that set priorities based on local economic assessment
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women	Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women, displaced populations, people with disabilities and other vulnerable populations
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance

Strategy

12.28 The subprogramme supports local, regional and national authorities in adopting or implementing inclusive policies and strategies that are supportive of inclusive economic growth and development, the creation of economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy of the subprogramme falls within the framework of the New Urban Agenda. The strategy is in line with the relevant Sustainable Development Goals and the commitment to scaling up international cooperation to strengthen the capacities of municipalities and other local authorities, contained in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The strategies for achieving the expected accomplishments are as follows:

(a) To improve the capacity of partner cities in adopting strategies supportive of inclusive economic growth, UN-Habitat will create and share knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raise awareness among mayors, city managers and urban professionals of the economic and social benefits of good urban form and provide technical tools and advisory services on spatial economic analysis to support urban planning decisions and urban economic development projects, including urban renewal and cluster development initiatives; and create, through training and coaching, a community of local economic development practitioners to facilitate knowledge-sharing and build the capacity of local governments in local economy assessment, planning and implementation. UN-Habitat will develop its knowledge base and advocate for inclusive urban economic growth policies through its flagship reports, including the World Cities Report, and the regional commission and development bank reports to which it is invited to contribute;

(b) To enhance the capacity of partner cities to adopt urban policies or programmes supportive of improved employment, skill development and sustainable livelihoods for urban young people and women, UN-Habitat will improve the quality and impact of livelihood programmes for young people through normative and operational work on the basis of the methodology of youth-led development, which places youth at the centre of their own development; the core focus areas with regard to the improvement of the livelihoods of young men and women will be aligned to the thematic priority areas of the Programme, with a particular focus given to job creation and livelihoods, as well as governance, resilience and risk reduction, using "urban space" projects, the Urban Youth Fund and the Youth 21 programme as entry points;

(c) To improve the capacity of partner cities to implement plans or strategies for improved municipal finance, UN-Habitat will build the technical and institutional capacity of local authorities. Local governments will be supported in expanding and better utilizing endogenous sources of revenue by: implementing land value sharing mechanisms to enhance the financing of local urban infrastructure, especially in the context of planned city extensions and urban development plans; improving the management of local assets, such as land, public properties, public space and service-providing facilities; promoting the fiscal empowerment of municipalities, such as through improved tax collection, including using technological solutions; building skills and capacity to better plan and manage municipal budgets; and supporting, in coordination with subprogramme 1, the design of the institutional and legal reforms necessary to achieve results in the above and related aspects of municipal finance. Local governments will also be supported in assessing their local infrastructure financing needs and identify viable options, including leveraging and utilizing endogenous sources.

Subprogramme 4
Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities	Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor	Increased amount of investments into urban basic services catalysed by UN-Habitat programmes in partner countries
(c) Increased coverage of sustainable urban basic services in targeted communities	(i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions
	(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions
	(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions

Strategy

12.29 The strategy of subprogramme 4 takes note of the adoption of the Sustainable Development Goals and the Habitat III conference. Sustainable and resilient urban basic services require an urban development model based on integrated planning that builds on the three pillars of urban legislation, urban planning, and urban economy and municipal finance and promotes universal access to such services. A key focus of subprogramme 4 is on supporting local, regional and national authorities responsible for urban and human settlements issues in the development and implementation of policies for improving service delivery, increasing inclusive access to resilient urban basic services and improving the standard of living of the urban poor. The strategies for achieving the expected accomplishments are as follows:

(a) Sustainable urban basic services, such as water, sanitation, mobility, energy, waste management, including solid waste, and drainage, are outcomes of the three-pronged approach and essential components that support the economic and social development of human settlements. In this regard, to improve policies and

guidelines on equitable access to sustainable urban basic services, as appropriate, UN-Habitat will disseminate best practices and provide capacity-building support to local, regional and national authorities to formulate and implement policies, legislation and regulations in the areas of urban mobility, urban energy, water and sanitation, urban waste management and drainage, in the context of planned city extensions or infills. Efforts will focus on strengthening the technical and management capacity of service providers to ensure institutional efficiency and effectiveness in service provision and to provide adequate levels of service for the urban poor, including to community institutions such as schools and hospitals, engaging in national and sub-national policy and sector reform processes to mainstream urban basic services into national urban policies and practices, with a particular focus on the poor, and undertaking advocacy and networking on urban basic services. The subprogramme will assist both national and local governments to develop low carbon emission interventions, with a particular focus on energy efficiency in the built environment and renewable energy generation in cities. It will seek to support partner countries in aligning energy policies at the national and local levels while also working with power utilities providers, including producers and distributors. The Urban Basic Services Trust Fund, established by Governing Council resolution 24/2 of 19 April 2013, will provide a mechanism for facilitating resource flows to urban basic services and the implementation of subprogramme 4;

(b) To enhance an enabling environment for promoting investments in basic services, UN-Habitat will demonstrate, based on sound municipal finance and urban economies of value sharing, financial models that generate the resources for building infrastructure and providing services. Such models will lead to the endogenous development of cities, which in turn will increase the reach of more sustainable and resilient urban basic services to all. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical assistance to partner countries and create both technical and management capacity to absorb capital-intensive resources provided by the banks. It will also continue to strengthen its work with the private sector to channel financial support to expand access to urban basic services. Pro-poor financing mechanisms will be developed to mobilize support for the poor and vulnerable groups. Initiatives to demonstrate innovative financing, such as value sharing in relation to transit development and drainage systems, will be developed. The subprogramme will promote well-managed basic services in providing organized employment opportunities through better management of public transport, water and other utilities;

(c) To increase coverage of sustainable urban basic services, the subprogramme will support field demonstration projects for replication by local, regional and national authorities. These field projects will highlight initiatives that have a beneficial impact with regard to the climate and address the increasing urban energy demand. They will include projects demonstrating decentralized, renewable sources-based provision of energy in cities, urban electric mobility based on renewable sources, energy efficient buildings, water saving and sustainable municipal waste management with energy recovering initiatives. The subprogramme will also engage in advocacy and awareness-raising activities to promote the use of sustainable urban basic services. An approach that promotes, protects and respects human rights will be supported with regard to enhancing effective collaboration between duty bearers and rights holders in improving access to basic services. The subprogramme will take into account the needs and priorities of people in

vulnerable situations, including women, at-risk children and young people, people with disabilities and older persons. Efforts will also be made to enhance gender balance and equity in service provision.

Subprogramme 5
Housing and slum upgrading

Objective of the Organization: To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles
	(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions
	(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools
(b) Improved slum upgrading and prevention policies, strategies or programmes	(i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies
	(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes
(c) Enhanced capacity of slum communities to partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(i) Increased number of partner countries that are enabling equitable community representation in coordinating bodies such as the national Habitat committees
	(ii) Increased number of partner countries where communities are empowered to lead and implement initiatives

Strategy

12.30 The subprogramme will support access to adequate housing for all in partner countries through the provision of advisory services and technical advice to strengthen policy frameworks and enhance country responses and implementation of housing and slum upgrading policies, programmes and strategies. The UN-Habitat "housing at the centre" approach and the Global Housing Strategy will provide the guiding principles for normative and operational work in partner countries. In addition, the Sustainable Development Goals and targets will guide further

development and innovation of the subprogramme's work. The strategy for achieving the expected accomplishments will be as follows:

(a) To improve housing policies, strategies and programmes, UN-Habitat will promote the housing at the centre approach, a practical application of the Global Housing Strategy and the three-pronged approach, which position housing at the centre of national urban policies and conceptualization on urbanization. Through this approach, the development of segregated, low-income mass housing programmes is discouraged. Instead, the incremental nature of housing development will be promoted through more flexible and affordable alternatives, such as assisted self-construction, sites and services and allocation of land. In addition, UN-Habitat is promoting improved housing policies for inclusive housing finance and affordability, people-centred urban planning practices and realistic and enforceable legislation as a pivotal concept of the New Urban Agenda. In addition, support will be given to countries in translating their strategies into inclusive housing programmes, developing and enforcing sustainable building codes and designing tools and mechanisms to promote inclusive housing finance, bridging the housing affordability gap for the poorest while adhering to international human rights law and working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living;

(b) To improve slum upgrading and prevention policies, strategies and programmes, UN-Habitat will promote integrated, inclusive and planned interventions that are pro-poor, such as participatory citywide slum upgrading and prevention, which can generate the type of urbanization that results in broad-based prosperity and reduced inequalities. UN-Habitat will assist partner countries in developing initiatives to provide adequate and affordable housing for low-income urban residents in areas that, in most cases, are already located close to the centre of cities and towns. The strategy will address the social and spatial implications of the housing at the centre concept, linking it with broader urban renewal strategies for planned city infill, city extension and local economic development, and meet the density and mixed-use requirements under the New Urban Agenda. The vehicle for implementing upgrading and prevention policies, strategies and programmes will be the participatory slum upgrading programme;

(c) A people-centred approach, within a framework that promotes, protects, and respects human rights, will be applied throughout the subprogramme with a view to enhancing the capacity of slum communities to advocate on their own behalf and partner with national and local authorities. In this regard, UN-Habitat will advise national and local authorities on providing leadership and empowering communities to implement strategies, programmes and initiatives. UN-Habitat uses the "community contracting" approach to contribute to the data revolution and global monitoring and to directly implement community initiatives, creating job opportunities and building capacity to maintain and further expand community infrastructure and services, as well as sustainable municipal finance instruments. UN-Habitat will promote new inclusive financial modalities such as non-collateral lending, guarantee funds and community banks for housing. Having broad ownership and clear roles and responsibilities of urban actors in coordinating bodies are important components for sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives.

Subprogramme 6
Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction
(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing

Strategy

12.31 The subprogramme will support the increase of resilience of cities and human settlements to the impacts of natural and human-made disasters, and undertake response recovery and rehabilitation in ways that advance sustainable urban development in line with the outcome document of Habitat III. The strategies for achieving the expected accomplishments will be as follows:

(a) To improve urban risk reduction policies and the resilience of cities and human settlements, including urban basic services, the subprogramme will set and monitor the Programme-wide urban risk reduction and resilience agenda for UN-Habitat, including integrating and leveraging Programme and partner inputs with regard to urban planning, legislation and regulatory frameworks, and enhancing municipal finance capacity, leading to building more resilient cities and human settlements globally. The subprogramme will focus its efforts on facilitation, coordination and support with regard to the implementation of urban risk reduction work through the provision of technical support to national and local governments and other city stakeholders, inter-agency networks, field operations, regional offices, country offices and other thematic branches of the Programme. The strategy will generate knowledge, lessons learned, tools, guidelines and policy for urban risk reduction and resilience-building. UN-Habitat will also provide support with regard to the implementation of international frameworks, including the Sendai Framework for Disaster Risk Reduction 2015-2030, the Sustainable Development Goals and the global climate change agenda, along with the mandates emerging from the World Humanitarian Summit;

(b) To improve rehabilitation programmes in crisis responses, UN-Habitat will engage, through the Inter-Agency Standing Committee mechanism and the global humanitarian cluster system, in influencing and supporting humanitarian partners in gaining a better understanding of complex urban environments,

including those affected by conflict and large-scale migration. UN-Habitat will provide technical support at times of crisis to national Governments and field operations with regard to implementing innovative projects and influencing strategic policy on sustainable shelter recovery through improved urban-based planning and design of emergency settlements, and ensuring that new settlements are fully integrated within local governance structures and legislative and financial frameworks. UN-Habitat will engage through inter-agency cooperation with global urban alliances, partnerships and networking linked to long-term technical capacity-building support for countries facing crisis;

(c) To improve recovery and reconstruction interventions, UN-Habitat will promote sustainable settlements recovery that is focused on "building back better", ensuring that settlements recovery benefits from improved urban planning and design and that aspects of integrated spatial, physical, organizational and functional urban reconstruction are included. Approaches will embrace risk-informed area-based planning, people-centred recovery and coordination; integration and closer collaboration with local authorities; and stronger partnerships with affected communities in particular with women and youth groups. UN-Habitat will provide technical support to Governments through field operations and regional offices and will generate knowledge, lessons learned, best practices and guidelines to support strategic planning and programme implementation.

Subprogramme 7
Urban research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved monitoring of global urbanization conditions and trends	(i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data
	(ii) Number of partner national statistical offices producing urban data and indicators to support reporting on the Sustainable Development Goals
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels for evidence-based formulation	(i) Number of local and national governments that have used UN-Habitat knowledge products for policy formulation
	(ii) Increased number of partners producing national and city reports to enhance local and national policy formulation
(c) Improved capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization	Increased number of national and local authorities and partners that have implemented plans or strategies for sustainable urbanization

Strategy

12.32 The subprogramme will aim to strengthen monitoring of the state of urbanization globally and the dissemination of knowledge on sustainable urbanization issues, building on the lessons learned from the implementation of the UN-Habitat portfolio. It will also ensure a coherent, adequate and integrated implementation of the UN-Habitat capacity development strategy at the international, national and local levels in order to improve the formulation and implementation of policies and programmes on sustainable urbanization that are aligned with the New Urban Agenda. The strategy for achieving the expected accomplishments is as follows:

(a) To improve monitoring of global urbanization conditions and trends, and to support reporting of the implementation of the New Urban Agenda, the Sustainable Development Goals, especially Goal 11 and other urban related goals and targets, the subprogramme will continue to build on the Global Urban Observatory. In addition, the subprogramme will further develop the City Prosperity Initiative to support data collection, analysis and reporting at the national and city levels. In the framework of the initiative, a global and national sample of cities will be developed, including spatial data and new indicators to respond to emerging themes such as climate change, and inequalities;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will continue to carry out analytical work and research and use lessons learned from UN-Habitat normative and operational activities to generate new knowledge and insights that will form a basis for improved policy formulation and implementation at the local, national and global levels. In this connection, UN-Habitat will disseminate the most reliable, relevant, up-to-date and comprehensive knowledge on sustainable urbanization issues. The subprogramme will also publish and disseminate flagship reports on sustainable urban development issues and develop partnerships with knowledge centres, including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development. The subprogramme will promote dialogues with and among practitioners in Member States to harness field-based knowledge and experience in support of the production of national and city reports;

(c) To improve the capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization, the subprogramme will ensure that UN-Habitat capacity-building activities are coherent, adequate and mutually reinforcing and will mainstream all aspects of the New Urban Agenda. In this regard, the subprogramme will work with partner universities and members of the UN-Habitat Partner University Initiative training and capacity-building institutions in the development and holding of tailor-made training activities, policy workshops and forums on knowledge exchange that will lead to the establishment of UN-Habitat regional urban institutes of excellence. The institutes will serve to facilitate and disseminate knowledge, tools and training companions on sustainable urbanization, including those produced by UN-Habitat. They will in turn support the execution of regional capacity-building programmes that respond to the need to implement the Sustainable Development Goals and the New Urban Agenda effectively.

Legislative mandates

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (UN-Habitat)
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/213	Fourth United Nations Conference on the Least Developed Countries
67/173	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolutions, decisions and agreed conclusions

2003/62	Coordinated implementation of the Habitat Agenda
2011/21	Human settlements

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
23/5	World Urban Forum
24/4	Gender equality and women's empowerment to contribute to sustainable urban development
24/13	Country activities by the United Nations Human Settlements Programme
25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements

25/3	Strategic plan for 2014-2019 and work programme and budget of the United Nations Human Settlements Programme for the biennium 2016-2017
25/4	Implementation of the strategic plan 2014-2019
25/7	United Nations Human Settlements Programme governance reform

Subprogramme 1: Urban legislation, land and governance

Governing Council resolutions

20/16	Enhancing the involvement of civil society in local governance
21/3	Guidelines on decentralization and strengthening of local authorities
21/9	Women's land and property rights and access to finance
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/5	Pursuing sustainable development through national urban policies

Subprogramme 2: Urban planning and design

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/20	Thirteenth session of the Commission on Sustainable Development
23/4	Sustainable urban development through access to quality urban public spaces
24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning
25/6	International guidelines on urban and territorial planning

Subprogramme 3: Urban economy and municipal finance

General Assembly resolutions

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
67/215	Promotion of new and renewable sources of energy

67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
67/289	The United Nations in global economic governance

Governing Council resolutions

23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/12	Youth and sustainable urban development

Subprogramme 4: Urban basic services

General Assembly resolutions

67/291	Sanitation for All
68/269	Improving global road safety
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development

Governing Council resolutions

24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services

Subprogramme 5: Housing and slum upgrading

Governing Council resolutions

19/18	Human settlements development in the occupied Palestinian territories
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
23/3	Support for pro-poor housing
23/8	Third United Nations conference on housing and sustainable urban development
24/6	Supporting action for the creation of safer cities
24/7	Making slums history: a worldwide challenge

24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift

Subprogramme 6: Risk reduction and rehabilitation

General Assembly resolutions

68/180	Protection of and assistance to internally displaced persons
69/135	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
69/154	Assistance to refugees, returnees and displaced persons in Africa
69/218	International cooperation to reduce the impact of the El Niño phenomenon
69/219	International Strategy for Disaster Reduction
69/243	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal
69/283	Sendai Framework for Disaster Risk Reduction 2015-2030

Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

Subprogramme 7: Urban research and capacity development

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
66/137	United Nations Declaration on Human Rights Education and Training